

Modernizing California - Information and Tools
Subject Area

I. About the HR Modernization Project

- A. [HR Modernization - The Vision](#)
- B. [HR Modernization - Strategic Plan](#)
- C. [HR Modernization - Legislative Report 2009](#)
- D. [HR Modernization - Legislative Report 2010](#)
- E. [Modernizing California's HR Program](#)

II. Classification

- A. [General Competency and Consolidated Classification Development Structure](#)
- B. [Competency Dictionary for the State of California](#)
- C. [Leadership Competency Models](#)
 - 1. First Level Supervisor
 - 2. Second Level Supervisor
 - 3. Manager
 - 4. Executive

III. Recruitment and Selection

- A. [California Merit Principle - An Overview](#)
- B. [California Merit System and Three Rank Pilot](#)
- C. [Virtual Help Desk for Managers and Supervisors](#)
 - 1. [Selection Process](#)
 - 2. [Job Description](#)
 - 3. [On-Boarding - Orienting to Success](#)
 - 4. [Supervisor's Responsibilities During the Probation Period](#)
- D. **Leadership Responsibility Levels**
 - 1. [Competency-Based Job Description - First Level Supervisor](#)
 - 2. [Competency-Based Job Announcement - First Level Supervisor](#)
 - 3. [On-Boarding Plan - First Level Supervisor](#)
- E. **Minimum Qualifications Screening Tools** (Coming Soon)
- F. **Interviewing**
 - 1. [Behavioral Interviewing](#)
 - 2. [Behavior Based Interview Questions](#)
 - 3. Interview Guides for Leadership Competency Model
 - [First Level Supervisor](#)
 - [Second Level Supervisor](#)
 - [Manager](#)
 - [Executive](#)
- G. [Behavior Based Reference Check Questions](#)

IV. Learning and Career Development

- A. **Analytical Development Training**
 - 1. [How to Prepare to Become an Analyst](#)
 - 2. Analyst Virtual Help Desk (Coming Soon)
- B. **Leadership Development Training**
 - 1. Competency Development Activity Guides (Coming Soon)
 - 2. First Level Supervisor
 - a) [How to Prepare to Become a Supervisor](#)
 - b) [Alternatives to Meet the Basic Supervision Training Mandates \(PML\)](#)
 - c) [Basic 80 Hour Supervisory Training](#)
- C. **Resources and Tools**
 - 1. [New Statewide Training Portal](#)

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2. [Statewide Google On-Line Training Calendar](#)
3. [Training Officer Self-Assessment Tool Linked to Resources](#)

V. Employee and Organizational Performance Management

A. Organizational Performance Management

1. [State of California Organizational Performance Management Staff Handbook](#)
2. [Strategic Planning Guidelines](#) - Published by Department of Finance
3. [Basic Description of Strategic Planning](#)
4. [Strategy and Leadership](#) - Academic Journals through the CA State Library
5. [Performance Measurement: Guidelines, Myths, and Examples](#)
6. [Quality Management](#) - Safari eBooks through the CA State Library Subscription
7. [Organizational Performance Management 101](#)

B. Program Performance

1. HR Program Performance - [Baseline Survey Results](#)
2. Statewide Training Program Performance
 - a) Best Practices Scorecards to Evaluate:
 - (1) [Trainers](#)
 - (2) [Training Programs](#)
 - (3) [Training Courses](#)
 - b) Building Return on Investment Into Training Programs
 - (1) [Measuring impact and ROI - PowerPoint presentation](#)
 - (2) [Measuring ROI in the Public Sector](#)
 - (3) [Measuring ROI in the Public Sector Course Materials](#)
 - (4) [How to Calculate ROI in Government Training Programs](#)

C. Employee Performance Management

1. [Performance Management Cycle](#)
2. Leadership
 - a) Performance Discussion Guide (Coming Soon)
 - b) Performance Assessment Tool and Development Plan (Coming Soon)
 - (1) First Level Supervisor (Coming Soon)
 - (2) Second Level Supervisor (Coming Soon)
 - (3) Manager (Coming Soon)
 - (4) Executive (Coming Soon)

D. Aligning Workforce with Strategy Checklist/Scorecard (Coming Soon)

VI. Workforce Planning

- A. [What is Workforce Planning?](#)
- B. [DPA Workforce Planning Website](#)

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